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## *Identifying, Preparing, and Distributing LLNL "Lessons Learned"*

February 22, 2006, Rev. 1



Safety and Environmental Protection Directorate

Lawrence Livermore National Laboratory  
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Rev.: 1	Date: 02/22/06	Approved by: Connie De Grange, Manager, Office of Institutional Performance Analysis
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2/27/06  
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### Review and Revision History

Date	Rev. No.	Description
July 11, 2002	0	Original release.
February 22, 2006	1	Revised format

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## 1. Purpose and Scope

The “Lessons Learned” Program is an integral aspect of the Integrated Safety Management System at LLNL, in order to “Provide Feedback and Continually Improve.” The LLNL Integrated Safety Management System (ISMS) Description states, “Lessons Learned are to be shared in order to improve operational safety by benefiting from the experience of others. Lessons Learned are to be prepared and distributed whenever there is an opportunity to share a valuable new work practice or warn others of an adverse practice, experience, or product.”

This procedure, intended for use by the Office of Institutional Performance Analysis, describes the process for identifying potential “Lessons Learned” topics, reviewing and approving drafts, and distributing the LLNL “Lessons Learned” bulletins.

## 2. Responsible Organization

This procedure was developed and is maintained by the Office of Institutional Performance Analysis, Safety and Environmental Protection (SEP) Directorate. Contact: Sheri Ann Dante, Lessons Learned coordinator, 422-6582.

## 3. Applicability

This procedure applies to all institutional-level LLNL “Lessons Learned” announced through the Web-based NewsOnLine, distributed electronically through the “Lessons Learned” listserver (majordomo mailing list), and made available through the “Lessons Learned” internal and external Web sites.

## 4. Terms and Definitions

- **EH** – DOE Office of Environment, Safety and Health (DOE/EH)
- **OIPA** – Office of Institutional Performance Analysis
- **SELLS** – Society for Effective “Lessons Learned” Sharing

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### 5. Roles and Responsibilities

#### 5.1 SEP Associate Director

The deputy director for Operations has delegated authority to develop and distribute institutional “Lessons Learned” to the Safety and Environmental Protection Directorate associate director (AD). The SEP AD has assigned a Lessons Learned coordinator, within the Office of Institutional Performance Analysis, to carry out this procedure.

#### 5.2 Assurance Managers

- Refer to ES&H Manual, Document 2.2, “Managing ES&H for LLNL Work,” Section 2.8, LLNL’s Lessons Learned Program, for roles and responsibilities.

#### 5.3 “Lessons Learned” Advisory Group

Subject matter experts from across the Laboratory shall:

- Review and comment on draft “Lessons Learned” to assure technical accuracy and consistency with other procedures and institutional guidance.

The current “Lessons Learned” Advisory Group members include the manager of the Hazards Control Department ES&H Teams, safety engineers, the occurrence reporting officer, an ES&H safety lead from the Environmental Protection Department, a manager from the ES&H Assurance Office, the fire marshal, an industrial safety engineer and an industrial hygienist from the Hazards Control Department, an assurance manager from Chemistry and Materials Science, the illness and injury records manager, an attorney from Staff Relations, and a registered nurse from the Health Services Department.

#### 5.4 Implementing Managers

- Refer to *ES&H Manual*, Document 2.2, “Managing ES&H for LLNL Work,” Section 2.8, LLNL’s Lessons Learned Program, for roles and responsibilities.

#### 5.5 ES&H Assurance Office (formerly Price-Anderson Amendments Act Office)

- Refer to *ES&H Manual*, Document 2.2, “Managing ES&H for LLNL Work,” Section 2.8, LLNL’s Lessons Learned Program, for roles and responsibilities.

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### 5.5 Manager of the Office of Institutional Performance Analysis

The manager of the Office of Institutional Performance Analysis shall:

- Complete the review and approval of “Lessons Learned” bulletins before they are released and distributed.
- Review and approve the procedure “Identifying, Preparing, and Distributing LLNL ‘Lessons Learned.’”

### 5.6 Lessons Learned Coordinator

The Lessons Learned coordinator shall:

- Be responsible for administering all “Lessons Learned” procedures.
- Gather and analyze information from internal and external sources based on experiences considered relevant to LLNL operations.
- Develop institutional-level “Lessons Learned.”
- Edit (or arrange to have edited) “Lessons Learned” for format, spelling, and grammar.
- Coordinate the review of draft “Lessons Learned” by the various ES&H support organizations.
- Analyze reviewer comments and incorporate, as appropriate.
- Process “Lessons Learned” through the Information Management (IM) system.
- Verify that URLs referenced in “Lessons Learned” are correct and current.
- Distribute “Lessons Learned” through the “Lessons Learned” listserver (majordomo list) and publish on the internal and external “Lessons Learned” Web sites.
- Maintain an archive of all institutional-level Lessons Learned.
- Serve as a point of contact for follow up and feedback to the institution on actions taken in response to “Lessons Learned.”
- Arrange for the announcement of newly released “Lessons Learned” through Web-based NewsOnLine and on the ES&H Program home page.
- Post the newly released LLNL “Lessons Learned” on the DOE “Lessons Learned” Web site.



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### 6. Procedure

#### 6.1 Identification of Topics for “Lessons Learned”

The Lessons Learned coordinator shall:

- Utilize a variety of resources to identify information suitable for dissemination to LLNL subject matter experts, and to identify potential “Lessons Learned” topics or product alerts.

The following resources are screened to identify information on work activities, hazards, or equipment similar to those found at LLNL:

##### **LLNL Resources:**

- Employee suggestions
- Case Analysis Reports (Illness/Injury)
- Incident Analyses
- Occurrence Reports

##### **DOE Office of Environment, Safety and Health (DOE/EH) Reports**

- Annual Reports
- DOE Daily Occurrence Reports
- DOE/EH Data Collection Sheets
- DOE “Lessons Learned”
- Environment, Safety and Health Alerts
- Environment, Safety and Health Bulletins
- Operating Experience Summaries
- Safety Advisories
- Special Operations Reports

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### Other Sources:

- Consumer Products Safety Commission recalls

The Lessons Learned coordinator shall:

- Utilize decision-point questions\* to screen information for potential “Lessons Learned.” The questions are:
  - Does the “Lessons Learned” information reference work activities similar to those performed onsite?
  - Does the site have procedures in place to control the activities described in the “Lessons Learned” information?
  - Do the procedures address the hazards identified in the “Lessons Learned” information?
  - Can the safety, efficiency, or cost-effectiveness of site activities be enhanced through the integration of the “Lessons Learned” information into the activities, work planning processes, or training?
  - Has the site experienced any adverse events as a result of these work activities?
  - Does the “Lessons Learned” information reference hazards found onsite? (e.g., industrial, environmental, or radiological)
  - Does the site have procedures in place to control the hazards described in the “Lessons Learned” information?
  - Can the site’s hazard controls be enhanced through integration of the “Lessons Learned” information into procedures, work activities, or training?
  - Has the site experienced any adverse events as a result of these hazards?
  - Does the “Lessons Learned” information pertain to equipment used on site?
  - Can the safety or efficiency of site equipment be enhanced through application of the “Lessons Learned” information to the equipment design or utilization?
  - Have site personnel experienced any equipment malfunctions or accidents while using the equipment?

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\* From the Society for Effective Lessons Learned Sharing (SELLS) Program Fact Sheet “Screening Lessons Learned for Site Applicability”

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- Does the “Lessons Learned” information reference a politically sensitive issue or event that does not directly pertain to site activities?
- Could the “Lessons Learned” information impact the public’s attitude toward site activities?

### 6.2 Review of DOE/EH Reports

The following review procedure will be used for all DOE/EH reports.

The Lessons Learned coordinator shall:

- Screen reports sent via the DOE/EH list server
- Review the DOE/EH Web site weekly to ensure all reports have been received
- Forward reports to the LLNL subject matter expert for the following purposes:
  - Information only
  - An action item
  - A potential LLNL “Lessons Learned”
  - A potential product alert (e.g., Data Collection Sheet)

The subject matter expert shall:

- Determine if the information is relevant to LLNL and informs the Lessons Learned coordinator of his/her decision.

If relevant, the Lessons Learned coordinator and subject matter expert shall:

- Determine the appropriate distribution.

The Lessons Learned coordinator shall:

- Maintain a worksheet containing the DOE/EH reports by number and title, the identified subject matter experts, the actions taken to distribute the information, and the feedback received.

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### 6.3 “Lessons Learned” Review and Distribution Procedures

Step	Individual or Group	Action
1	An LLNL worker or Lessons Learned coordinator	Submit a draft “Lessons Learned.” Develop a draft “Lessons Learned.” NOTE: All “Lessons Learned” follow the basic format of what happened, “Lessons Learned” from the incident, recommendations on actions to be taken, and where to get additional information or help.
2	Lessons Learned coordinator	Forward the draft to the manager of the Office of Institutional Performance Analysis (OIPA), the ES&H Working Group liaison, and subject matter expert for concurrence that the topic is relevant and significant as a “Lessons Learned” bulletin.
3	OIPA manager, ES&H Working Group liaison, and subject matter expert	Review draft “Lessons Learned”; determine if the information warrants a bulletin. If topic is appropriate and significant, notify the Lessons Learned coordinator, and submit recommendations and comments.
4	Lessons Learned coordinator	Upon approval, prepare the draft, incorporating recommendations and comments submitted by reviewers.
5	Lessons Learned coordinator	Send draft to the “Lessons Learned” Advisory Group for review.
6	“Lessons Learned” Advisory Group	Review draft and submit comments, corrections, and recommendations to the Lessons Learned coordinator.
7	Lessons Learned coordinator	Incorporate comments submitted by the Advisory Group, as appropriate.
8	Lessons Learned coordinator	Send final draft to select members of the ES&H Working Group for review and comments.
9	ES&H Working Group	Review final draft and submit comments, corrections, and recommendations to the Lessons Learned coordinator.
10	Lessons Learned coordinator	Incorporate comments submitted by the ES&H Working Group, as appropriate.
11	Lessons Learned coordinator	Submit final draft to OIPA manager for final review and approval.
12	OIPA manager	Complete the final review and approval; provide input to Lessons Learned coordinator.
13	Lessons Learned coordinator	Send “Lessons Learned” bulletin through Information Management system for review and release.
14	Lessons Learned coordinator	Distribute bulletin to LLNL workers via the internal “Lessons Learned” listserver (majordomo mailing list). (Review the subscribers annually to ensure that assurance managers, facility managers, and facility points of contact are included on the distribution.) Post released bulletin on internal “Lessons Learned” Web site, and external site, if appropriate. Request announcement within NewsOnLine and ES&H Program Web site.
15	Lessons Learned coordinator	If the bulletin is appropriate for external distribution (e.g., developed from an LLNL incident), send bulletin to Laboratory Counsel and OIPA manager for approval to post on DOE Lessons Learned Web site. If approved, send bulletin to DOE Lessons Learned.

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### 6.4 Product Alert Review Process

If the subject matter expert and Lessons Learned coordinator determine that a product alert or recall is pertinent for limited distribution (e.g., Data Collection Sheet), the Lessons Learned coordinator shall:

- Forward the notice to a limited distribution list composed of assurance managers, facility managers, and facility points-of-contact (approximately 150 recipients)
- Give recipients direction as to the actions required in response to the notice.

## 7. Documentation and Records Maintained by “Lessons Learned” Coordinator

Lessons Learned Web sites:

Internal: [http://www-r.llnl.gov/es\\_and\\_h/lessons/lessons.shtml](http://www-r.llnl.gov/es_and_h/lessons/lessons.shtml)

External: [http://www.llnl.gov/es\\_and\\_h/lessons/lessons.shtml](http://www.llnl.gov/es_and_h/lessons/lessons.shtml)

Lessons Learned Tracking Worksheet

EH Notices Worksheet

## 8. References

ES&H Manual, Volume I, Part 2, Document 2.2, “Managing ES&H for LLNL Work,”  
Section 2.8, LLNL’s Lessons Learned Program, Lawrence Livermore National  
Laboratory, Livermore, CA, July 2005 (Currently in revision)

“Integrated Safety Management System (ISMS) Description Version 8.0,” Section 12.5,  
Lessons Learned

DOE-STD-7501-99, DOE Corporate Lessons Learned Program  
(<http://www.eh.doe.gov/techstds/standard/std7501/std750199.pdf>)

DOE EH Web site: <http://www.eh.doe.gov/paa/bulletins.html>

Society for Effective Lessons Learned Sharing (SELLS) Program Fact Sheet “Screening  
Lessons Learned for Site Applicability”

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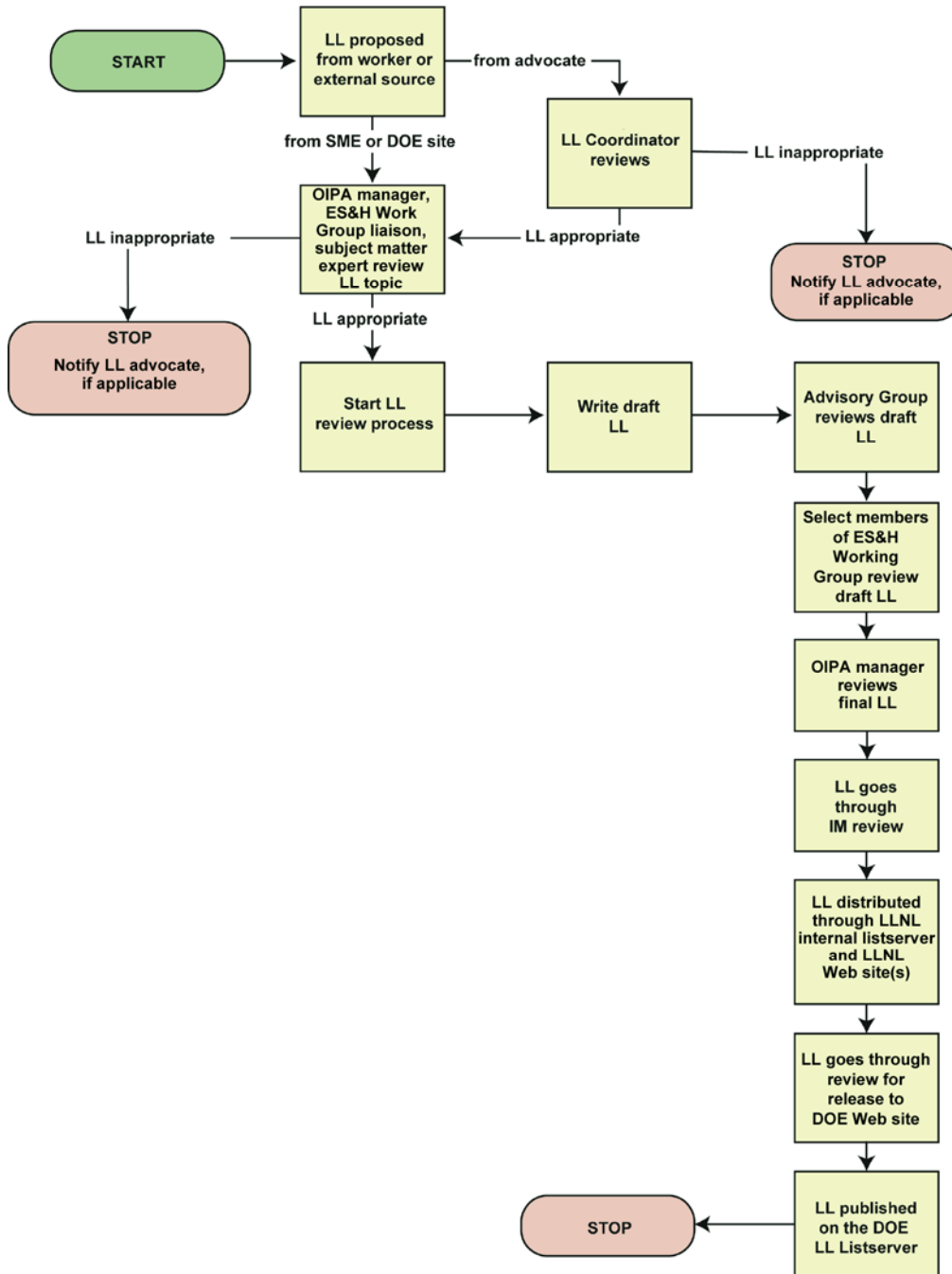


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## Appendix A

### “Lessons Learned” Flowchart

#### LLNL’s Lessons Learned (LL) Process



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